

PROJECT REPORT ON

PRODUCT NAME DOVE SOAP

SUBMITTED BY

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PROJECT GUIDE

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CERTIFICATE

I Principal **Dr. SHEIKH MEHMOOD HASAN** here by certify that **RACHANA CHAURASIYA** of Master of Commerce (M.Com) Part-1, Roll No. 19 Academic Year 2014-15 has completed project on **PRODUCT NAME DOVE SOAP**, the information submitted is true and original to the best of my knowledge.

Dr. Sheikh Mehmood Hasan

(Principal)

DECLARATION

I, Rajesh Chaurasiya

of AKBAR PEERBHOY COLLEGE OF COMMERCE AND ECONOMICS

M.com Part - 1, Sem. 1

hereby declare that I have completed the project on

PRODUCT NAME DOVE SOAP in academic year 2014-15.

The information submitted is true and original of the best of my knowledge

Place : Mumbai

Date :

Rachana Chaurasiya

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We take this opportunity to thank all the individual under
Whose valuable guidance helped us to come up with successful
completion of the project **MARKET ANALYSIS OF WRIST WATCHES**

I express my sincere thanks to the **Dr. Sheikh Mehmood Hasan** (principal of **Akbar Peerbhoy College of Commere And Economics**) for giving us chance to
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Thank You

Evaluation

Project Report on

MARKET ANALYSIS OF WRIST WATCHES

M. Com. Part 1

UNIVERSITY OF MUMBAI

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Internal Examiner

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HISTORY

Brand History

Dove. 50 years ago, it was a beauty bar offering a revolutionary new formula containing 1/4 cleansing cream. It went beyond mere "soap" to enhance the American woman's beauty. Today it is a global masterbrand with products ranging from the original beauty bar to facial foam, to deodorant to shampoo. Its latest campaign sets out to widen and redefine the perception of beauty, to make a positive contribution to women's self-esteem all over the world. Dubbed "Product X" in early 1953, the Dove beauty bar was a new product in a trifecta of Lever Brothers accounts hard-won by David Ogilvy, then a young ad exec for Hewitt, Ogilvy, Benson & Mather, Inc. While Lever Bros. announced HOB&M's appointment as the agency for their new product in June of '53, it wasn't until 1955 that the first advertising ran and the message: "1/4 Cleansing Cream" along with Dove's other standard messaging was developed. And, even though beauty trends and the representation of women have changed throughout the decades, the consistency of Dove's and David Ogilvy's original messages: "1/4 Cleansing Cream"; "Dove Won't Dry Your Skin Like Soap Can"; "Dove is Good for Your Skin" is still selling the brand today. So in 2005, we celebrate 50 years of Dove's relationship with women. Dove has evolved as a brand in the most revolutionary time in women's history. The body of work not only shows the evolution of Dove as a brand, it also shows how the attitudes of women and their role in society has changed in the past 50 years.

1950s

DOVE PRIMARY MESSAGING DEVELOPED

When David Ogilvy started working with Lever on Dove, he relentlessly interrogated the product people for a point of difference. He discovered that stearic acid, the more technical name for "cleansing cream", was the key ingredient on Dove. In 1955, the Dove beauty bar was launched as a

superior product with a real demonstrable point of difference. At first, the media plan mainly consisted of newspaper "split runs" in various local markets. Television, the era's "new media", was debated as the appropriate medium for Dove. But, television eventually was incorporated into the media plan and became a powerful way to broadcast Dove's messaging. The work produced in the 50s also shows David Ogilvy's experiments with different television production conventions.

1960s

SPOKESPEOPLE/CELEBRITY APPEARANCES

There were many hidden gems in Dove's early advertising, among them celebrity endorsements. Dove was endorsed by everyone from Groucho Marx, to the dancers on American Bandstand, to the cast Father Knows Best.

FACE TESTS

Late in the 1950s, research was conducted which concluded the face was the gold standard in skin care. So from 1959-1968, Dove advertising focused on the face and introduced the use of the "Dove Face Test", still using the original strategic focus of "Doesn't Dry Like Soap" and "1/4 Cleansing Cream". In the late '60s, "real" women testimonials were used for the first time to advertise Dove. More women heard Dove's promise, more women tried it -- and were converted.

1970s

TESTIMONIALS

The use of real women proved to be so strong it was decided the vehicle of the Face Test wasn't needed. The use of real women, with their stories, continued the strategic focus on Dove's non-drying benefit.

THE "LIZ" SPOTS

The "Liz" spots are an extension of the Face Test put in context with "Liz", the trusted owner of a beauty salon. When her customers complain of dry skin, Liz demonstrates the Dove difference.

LATE 1970's - "7 DAY TEST"

The communication of Dove's non-drying effect on skin was further strengthened by a return to real women and the introduction of the "7 Day Test" in the late '70s.

MISCELLANEOUS

There were some one-off spots which did not speak in the voice Dove had adopted by the early 70s but were good examples of the transition of women's roles: in one, she's throwing a hip dinner-party with swinging guests, yet the copy reads: Somewhere between the vacuum cleaner and the kitchen sink. . .

1980s

ONE WOMAN TESTIMONIALS FOR 7 DAYS

In the late 1980s, the advertising evolved to the use of one woman, who not only talked about the benefits of Dove on her skin but also what it did for her self esteem. A charismatic and memorable beauty named Jean Shyjoyfully shared her discovery of Dove's benefits with television viewers. And Dove's "Conviction of Users" real-women testimonial campaign was born. The Conviction of Users campaign, along with the Medical Program, drove the Dove Bar to its first double digit share - and market leadership in the US.

1990s

In 1989, Dove was launched in Italy using the "Conviction of Users" campaign, as well as the Medical Program. Successful test markets in France, Germany and Austria followed in 1990. In 1991, Dove began its global roll-out. Between 1991 and 1994, Dove was launched in 55 new countries.

THE CAMPAIGN FOR REAL BEAUTY

The "Real Curves" campaign led to the "Campaign for Real Beauty". CFRB is based on redefining society's pre-set definitions of "beauty". It aims to change the status quo and offer in its place a broader, healthier, more democratic view of beauty. Built around the web, print and outdoor, the campaign offers no product placement, just Dove's philosophy behind women, beauty and self-esteem

Analysis

Dove is Unilever's biggest personal care brand, and certainly one of the group's most high profile brands in recent years, as the result of a clever marketing campaign that has consistently generated headlines and accolades since 2004. Originally positioned in the 1990s as a rival to P&G's Olay, Dove has since moved into less directly competitive markets such as deodorant and haircare, and has established a unique niche as arguably the beauty industry's most down-to-earth, or "real" masterbrand. In 2012, Kantar's Brandz ranking placed Dove as the world's 4th most valuable personal care brand, with an estimated value of \$4.7bn. The less widely accepted Brand Finance ranking of beauty products ranked it #7 with a value of \$5.0bn. Both researchers use widely different criteria in their measurements.

Dove's sales were around E3bn globally in 2011, according to figures released by Unilever at the end of that year, and the brand is available in around 100 countries worldwide. Growth has been rapid and dynamic over the past 20 years. At the start of the 1990s, the brand existed only as a soap bar in the US. In 1991, thanks to several years of relentless and aggressive marketing, Dove propelled Unilever into the position of the #1 bar soap manufacturer in the US, toppling Procter & Gamble. Over the next ten years, Unilever progressively rolled the brand out worldwide, introducing a host of spin-off products. The steepest growth occurred between 1998 and 2002 with the launch of Dove-branded deodorants and haircare products, and a massive global rollout. In 2002 alone,

for example, the Dove haircare range was introduced in 31 new countries around the globe. Sales topped E1bn in 2000, and E2bn three years later.

The Dove brand now serves as an umbrella for products in four main groups - bar & bodywash, deodorants, skincare lotions and haircare - and more than 100 different lines including facial wipes, firming lotions, shampoos, body washes, anti-ageing cleansers, skin nourishing treatments, underarm deodorant, and several varieties of bar soap. The main Dove brand has also given rise to a set of spin-off ranges such as Dove Firming (to reduce the appearance of cellulite), Dove Silk (a moisturising range containing pure silk), Dove Fresh Touch, Dove Pro-Age (for "mature" skin and hair), and Dove Summer Glow (with self-tanning agents), launched at the end of 2006. In particular, Dove has attacked segments already dominated by other manufacturers, such as facial skincare, haircare and deodorants. This has led to an escalating rivalry with Procter & Gamble's Olay and Johnson & Johnson's Neutrogena. Both those products have reciprocated with their own rolling series of brand extensions. In 2001 the group introduced Dove anti-perspirants in the US, and a shampoo and conditioner line in Asia. Dove haircare products arrived in the US in late 2002, backed with a \$110 marketing launch, as well as 30 other countries around the globe. In 2003, the company launched Dove Essential Nutrients facial and body moisturizers in the US market, with a further \$50m of spend. A new line of Dove for Men products was launched in 2010, and Dove Hair Damage Therapy in 2011.

Dove remains the leading bar and liquid soap brand in the US, and the clear market leader in body wash with around 24% share. However Olay remains the leader in facial skincare and moisturizers. It was quicker to spin off new products in the early 1990s, and

as a result the full Olay range outsells the Dove range in the US, although Dove is bigger in the global market. Olay leads by a small margin in the body wash category, although its lead is much reduced since the mid-1990s. Dove's top five markets in 2002 were the US, Japan, UK, Korea and Brazil. Around 60% of combined sales were generated by Dove cleansing products, with the remaining revenues more or less equally split between hair, deodorant and care products. [see Unilever's Dove Report 2002 for more].

According to Advertising Age/TNS figures, Dove has been Unilever's highest-spending brand in the US for several years, with measured media expenditure in 2011 of almost \$188m, more than three times any other group brand, and representing more than a quarter of the group's total measured ad spend. The brand's marketing, presented under the banner of Campaign for Real Beauty, and conceived by Ogilvy & Mather, has generated headlines and accolades around the world. For the UK launch of Dove Body Firming in 2004, for example, Ogilvy recruited a group of real women with normal, non-supermodel shapes and persuaded them to strip down to underwear for the cameras. The resulting posters were enormously popular, and were adapted locally for each international market. The same concept has been extended across the other products in the range.

In 2006, promotional film *Evolution*, created by Ogilvy Canada, generated considerable media attention for the brand and went on to win a Grand Prix in the film category at the 2007 Cannes Lions advertising festival. A follow-up, *Onslaught*, was less well received. Unilever was subsequently caught in a media crossfire, accused of hypocrisy because its advertising for another brand, *Axe/Lynx*, tended to present women

as little more than sex objects, apparently contradicting the "real beauty" message put forward by Dove's marketing. In 2008, the brand was again the subject of unflattering headlines after comments in an interview with a celebrated photographic artist who had worked on elements of the campaign were misrepresented to suggest that images of the real beauty women had been retouched. This was strongly denied by all concerned with the ads. Later in 2008, there were reports that, despite the huge volumes of PR associated with "real beauty", it had not led to a proportionate increase in sales. Mid-year, Unilever was said to be considering a change in its marketing to focus once again on the core product values rather than a more indirect emotional message. Instead, the "real beauty" concept has evolved into a campaign to support self-esteem among girls and younger women through charitable initiatives. One of the more high-profile recent initiatives was the 2012 launch of The Dove Ad Makeover, an online campaign originated by Ogilvy in Australia and the UK, to crowd out Facebook ads that prey on women's insecurities with Dove-sponsored "feel good" messages.

In early 2009, Unilever began exploring a new strategy in China, where the "real beauty" concept had never caught consumer interest. The group acquired local rights to the format of American comedy series Ugly Betty, and remade it for Chinese television (as "Ugly Wudi") with heavy product placement of Dove and other group brands. The creation of a new advertising campaign for the Dove brand was a key plot point running through several episodes.

There were signs by mid 2007 that Dove's rapid growth had begun to slow dramatically in the US. According to figures from researcher Information Resources, US

sales rose only just over 1% in the year to August 2007, compared to growth of 12.5% and over 10% for the two previous periods. Additional launches as well as heavy promotional spending prompted what appears to have been a new surge in sales, certainly in the US, in 2011. According to figures from SymphonyIRI, combined US sales for the 52 weeks to Oct 2011 rose by almost 10% year-on-year to nearly \$690m.

Dove: Brand Profile

Dove has grown from a US-only soap bar into one of **Unilever**'s biggest global brands. It is now the world's #1 personal cleansing product, and the #3 business in the Anglo-Dutch company's portfolio behind **Knorr** and **Lipton**. During the 1990s, the group began to extend the brand across the complete personal care spectrum, and Dove now encompasses a wide range of products from bar soap to facial cleansers, and from deodorants to shampoo-conditioners. Dove has attracted widespread media attention since 2004 for its marketing. That year, Ogilvy & Mather launched a series of ads for Dove portraying the "real beauty" of ordinary women. The brand competes fiercely with Procter & Gamble's **Olay**, **Beiersdorf**'s Nivea and Johnson & Johnson's **Neutrogena**, all of which have a similarly broad product range. A new line of Dove for Men products was launched in 2010.

Background

The formula for Dove was originally developed during World War II. It was actually designed for the US Army, which required a detergent for soldiers that would lather with sea-water. After the war, scientists at Lever Brothers continued to experiment with the formulation in a bid to reduce the scum produced by ordinary detergents. However the original product was found to have an unfortunate irritant effect on skin. To counter that, Lever's researchers added stearic acid, one of the main ingredients in cold cream, to the mix. The resulting combination, part-skin cream and part-soap, offered huge marketing opportunities, and it was launched in the US in 1956, priced at twice the cost of the company's existing Lux soap. The accompanying advertising, from what was then the agency Hewitt Ogilvy Benson & Mather, promised that "Dove creams your skin while

you wash" and "Soap is suddenly old-fashioned". That approach proved hugely successful, quickly establishing Dove as a core household brand. It was marketed primarily for facial cleansing, with the fact that it doesn't dry out the skin as its key selling point. "Real women" were first used in its marketing from the late 1960s, endorsing its benefits for what was supposedly a hidden camera.

In 1965, Unilever attempted to broaden its portfolio by extending the Dove brand into dishwashing liquid in a bid to compete with Palmolive dishwashing liquid which claimed to "soften hands while you do dishes". However the new line was not a success, and the company dropped its price. This created something of a contradiction for the brand, since Dove bar-soap was positioned as a premium beauty product, while Dove dishwashing liquid was perceived as a low-price household cleaner. These two conflicting messages seemed to confuse consumers and gradually the product began to lose market share, battered by competition from Dial and another Unilever brand, Caress. Although Dove soap had already been launched successfully in Canada, plans to introduce the product in Europe were abandoned in the light of its declining US sales.

In 1979, however, Dove received a huge boost when an influential independent survey from the University of Pennsylvania concluded that Dove dried and irritated skin significantly less than other soaps. This encouraged Unilever to mount an extensive marketing programme promoting the brand to dermatologists. (Even as recently as 2004, Unilever claimed that 25% of Dove users said they bought the soap because a doctor recommended it). On the back of this medical endorsement, Dove's sales soared once

more. In 1986, the brand became the best-selling soap brand in the US, over-taking Dial and P&G's Ivory.

New competitive pressures came in 1990. That year, the patent on the primary synthetic ingredient in Dove expired, allowing competitors to leap into the synthetic cleanser market for the first time. Procter & Gamble was the most aggressive of these new rivals, borrowing the synthetic cleanser technology to create an Oil of Olay beauty bar with moisturizing properties similar to Dove. After testing in 1991 and 1992, the Olay bar was launched in 1993, followed by a hugely successful body wash in 1994. Unilever countered a year later with their own Dove body wash. However, this proved a big disappointment. Even Unilever's own developers later conceded that their product was inferior to the Olay body wash, more like a shampoo than a soap. After a series of reformulations, an improved and arguably superior Dove body wash was introduced in 1999.

However that year, bolstered by a string of further product extensions, Olay brand sales overtook Dove in the US. In response the Anglo-Dutch company began developing a new brand line that would combine Dove's moisturizing and cleansing properties with "skin nourishing" Vitamin E. The Nutrium range was introduced in 2000, initially as a body wash and later as a soap bar. A flood of further brand extensions followed as Dove entered the deodorant, haircare and facial cleaning markets. The launch of the "real women" campaign in 2004, and its evolution into the Campaign For Real Beauty, gave further support to Dove's sales.

In 2008, however, Unilever was forced to deal with a series of PR embarrassments. The first came in the form of a backlash against the new Dove "Onslaught" film that sought to attack media stereotypes of women. A number of critics pointed out the hypocrisy involved in such a stand considering the images of women portrayed in ads for another Unilever product, Axe. A few months later, celebrated photographic printer and retoucher Pascal Dangin seemed to suggest that he had been involved in retouching some of the "real beauty" images in the Dove Pro-Age campaign, photographed by Annie Leibovitz. He was reported to have asked an interviewer from The New Yorker, "Do you know how much retouching was on that? But it was great to do, a challenge, to keep everyone's skin and faces showing the mileage but not looking unattractive." All the parties involved in the production of the images were quick to deny that any such changes had been made. A third attack was coordinated by environmental agency Greenpeace which launched a campaign against the tacit support given by Unilever and other manufacturers to the destruction of rainforest to allow for additional palm oil plantations.

EVOLUTION OF DOVE

1. The Evolution Of A Brand Laura Falotico
2. Overview of the Brand The Dove brand of personal care products currently includes everything from shampoos to deodorants to facial washes. For the purposes of this assignment, I will focus on advertisements for the Dove Beauty Bar, the original product of Dove which has been around since 1957. The brand has a strong focus on “purity, moisture, cleanliness, natural beauty, and touchable skin” (Elani). The brand promises softness and improvement of the skin and advertises confidence as the consumer benefit (Dove.com).
3. Brand History The Dove brand, founded by Lever Brothers, began in 1957. When the brand first began, they sold beauty soap bars. They have since expanded to produce a wide range of personal care products including “body wash, deodorants, body lotions, facial cleansers and shampoos and conditioners” (Dove.com). Currently Dove’s “commitment to delivering real results is mirrored in [their] advertisements. For over 40 years, *they’ve+ been using real women in *their+ ads” (Dove.com), but the brand has not always marketed itself in this way.
4. Dove TV Advertisements- 1950’s In 1957, the first advertisement for the Dove beauty bar ran, boasting its “1/4 Cleansing Cream”. The comparative ad states that ordinary soaps leave the skin feeling dry, but Dove “creams your skin while you wash”. The ad encourages users to try an experiment themselves by cleansing half of their face with ordinary soap and the other half with Dove soap to notice the difference in how velvety and smooth their skin feels.

5. Dove TV Advertisements- 1950's Another advertisement from the 1950's demonstrates how "even the shape" of the Dove beauty bar is different from ordinary soaps. It is described as being "different, modern, and curved to fit your hand", "revolutionary", and "much better for your skin". Its cleansing and cleaning properties are used to differentiate the product and the bar is described as "two blessings in one". The tagline of this commercial is "creams while you wash".
6. Dove Print Advertisements- 1950's A print advertisement from the May 9, 1957 issue of The Pittsburgh Press uses the tagline, "Suddenly DOVE makes soap oldfashioned!" This advertisement, like the other ads of the 1950's, places the emphasis on Dove's creaming qualities and differentiates it from other soaps. In fact, Dove does not refer to itself as a soap at all. It calls itself a "bath and toilet bar" as a way of differentiating itself as a new product.
7. Dove Print Advertisements- 1950's This series of ads from 1958 continues with the comparison of Dove to other soaps. The picture of cream being poured into the Dove beauty bar to emphasize its moisturizing qualities is a technique still used in Dove's advertising today. The lathered up women in the forefront of flying doves conveys a sense of purity, calm, cleanliness, and moisture. The use of these beautiful women with bright red lipstick and polished nails sensually caressing their Dove beauty bar places an emphasis on beauty and pampering. Dove's focus is not just on the end result of using the bar but on enjoying the experience of using it.
8. Dove Print Advertisements- 1960's In the 1960's, Dove's advertising also places a stronger emphasis on pampering and targets itself more directly toward women. The introduction of a

new pink colored Dove bar with its “heavenly new fragrance” brings about new advertising. This advertisement depicts a woman taking a bubble bath with her hair tied in a pink bow, chatting on a pink telephone, and holding up her pink Dove beauty bar. The emphasis on Dove’s ability to cream the skin while you wash is brought down to the fine print of the ad; The emphasis is no longer on the functionality and differentiation of the beauty bar. Instead, the advertisement builds a brand personality of being a feminine and indulgent product with which to pamper oneself. This femininity is made clear through the use of pink throughout the ad and through the copy— “darling’, “tickled pink”, “head over heels”, “heavenly”.

9. Dove Print Advertisements- 1960’s Another 1960’s advertisement also builds upon the brand personality as being feminine and flirty. The majority of the ad is taken up by a soaped up, bathing woman. Her body is in a relaxed and sexy position as she playfully blows on the soap bubbles in her hand. This ad, much like the previous, places the emphasis on Dove as a brand to use to feel like “the most pampered, the most spoiled, girliest girl in the world” (Saddleton).
10. Dove Print Advertisements- 1960’s While Dove advertising does begin to evolve from the 1950’s to the 1960’s, many elements remain the same. The “simple face test” in this 1964 print ad mimics the same idea as in the 1957 television advertisement which challenges viewers to try the test at home. This 1966 ad relies on the same concept. Additionally, the picture of cream being poured into the Dove beauty bar to emphasize its moisturizing qualities is carried through these advertisements.
11. Dove Print Advertisements- 1970’s This 1972 print advertisement takes a new approach, asking “What part of you ages first?” This copy-heavy ad discusses dryness as a factor that makes skin look older and harsh soaps as being the culprit for dry skin. The ad then asks the

reader to try an experiment reminiscent of its older ads: “put your bar of soap away and wash daily for 4 weeks with Dove”. Throughout the ad, Dove is described as “gentle as rainwater” and able to make skin “softer, smoother, and youngerlooking”. This advertisement uses the same side by side comparison technique as used by Dove in past advertisements. This ad, however, is set up like an article, offering scientific information as to why Dove is better and gentler than soaps and why it will deliver better results. The emphasis on this ad is anti-aging—to moisturize skin as a way to keep it from looking “wrinkled and old”.

12. Dove TV Advertisements- 1980’s This 1985 Dove ad asks women across America to take the Dove 7 Day Test by switching from their ordinary soap to Dove for seven days. In this ad, Dove is described as being “one thousand times better than soap”. The woman in the ad says “Soap dried my skin out. Dove made it feel soft” and the ad concludes with the line, “Dove makes you feel prettier because it makes your face feel so soft and touchable.” In this ad, the emphasis is on Dove making you prettier due to its moisturizing effects. This contrasts later ads from Dove’s campaign for Real Beauty which focus on beauty as coming <http://www.youtube.com/watch?v=9MGl7KovMKU> from the inside. However, the use of challenges or tests for the viewer to try continues to be a running theme throughout Dove’s advertisements.

13. Dove TV Advertisements- 1990’s This 1991 advertisement shows a focus group in progress. Participants conduct an experiment by using test strips to determine the harshness of different soaps. It begins with a focus group participant saying “I consider myself an Ivory girl” and after testing Ivory, saying “That’s very disappointing... I don’t want to be an Ivory girl anymore. I want to be a Dove girl now”. This advertisement uses the same comparison

technique as Dove used when they first began advertising. The ad is believable because it is real women doing a real experiment and giving their true, uncensored opinions.

14. Dove's Campaign for Real Beauty In 2004, Dove's advertising changed. The brand launched its "Campaign for Real Beauty" in an effort to widen the definition of beauty after studies conducted by Dove proved that "the definition of beauty had become limiting and unattainable" (Dove.com) and findings concluded that "only 2% of women around the world would describe themselves as beautiful" (Dove.com). The campaign uses unconventional women of all shapes, sizes, races, and ages to celebrate "real" beauty.

15. Dove TV Advertisements- 2000's A 2006 Dove advertisement shows the evolution of a photograph of a real woman after she has her hair and makeup done, lighting adjusted, and after she is heavily photoshopped before her face is printed onto a billboard. This advertisement is part of Dove's Campaign for Real Beauty. The tagline is "No wonder our perception of beauty is distorted". The ad functions as a way to show how unrealistic and unattainable beauty is as depicted in magazines and on billboards.

16. Dove Print Advertisements- 2000's This pro-age ad, a part of Dove's Campaign for Real Beauty, celebrates older women who are often forgotten in advertising and not considered to be the stereotype of beauty. These advertisements, like the other ads for the Campaign for Real Beauty, do not sell a product but rather advertise a positive movement for consumers to get involved with. The ads challenge the definition of beauty by asking, "wrinkled?" or "wonderful?" and through the tagline, "beauty has no age limit". At the same time, Dove establishes a very well respected reputation among young and old. By supporting self esteem, Dove is relatable to women who struggle with their self esteem which, according to studies

conducted by Dove, is a large majority. Unlike the 1972 anti-aging print ad, this Dove ad embraces and celebrates age in a positive campaign.

17. Dove TV Advertisements- 2013 A brand new 2013 Dove ad shows camera-shy women hiding their faces away from the camera in comparison to young girls eager to show their faces. The ad asks, “When did you stop thinking you were beautiful?” and encourages women to “be your beautiful self”. These types of advertisements do not sell any particular Dove product but rather sell the brand as one that cares about and supports women’s issues like self-esteem and confidence. Dove’s active support of these issues gains them a lot of respect as a brand. Their focus, seemingly, is on the consumer, not on the products.

18. Dove TV Advertisements- 2013 This 2013 Dove beauty bar ad conducts an experiment that directly compares Dove soap to one of its leading competitors, Ivory. The woman in the ad uses test paper to show how ordinary soaps strip the skin saying, “If it can do that to test paper, imagine what it can do to your skin.”. The ad concludes with grey text on a clean white background saying, “Dove doesn’t strip your skin like Ivory” and then moves to the tagline: “Dove is different”. The ad is very focused on differentiating Dove from other soap bars and does so by use of a direct comparison. This ad is highly reminiscent of Dove’s previous ads which are very experiment based and directly compare Dove to other leading soap brands.

19. Dove Real Beauty Sketches Dove’s most recent campaign effort is the Dove Real Beauty Sketches video. The purpose of the video is described as follows: “Women are their own worst beauty critics. Only 4% of women around the world consider themselves beautiful. At

Dove, we are committed to creating a world where beauty is a source of confidence, not anxiety. So, we decided to conduct a compelling social experiment that explores how women view their own beauty in contrast to what others see.” Throughout the years, Dove has transformed itself into a powerful platform supporting women’s confidence and self-esteem. The focus comes off of advertising products and turns to advertising Dove’s beliefs and emotional appeal and creating an image as being supportive and compassionate as an effective way of gaining loyalty.

20. Social Media Presence According to a 2013 study, the Dove brand has the highest total mentions on social media sites compared to other big brands like Ivory, Olay, and Suave (Elani). Dove has a large following on Facebook, keeping users actively engaged with coupon offers and by actively responding to comments and questions posted on their page.

21. Dove on Facebook- 2013 Dove’s social media presence is very large and interactive. Their Facebook page is updated frequently with an impressive 19 million likes. Their Facebook page is less about directly selling products and more about selling the brand image, Dove’s commitment “to help all women realize their personal beauty potential by creating products that deliver real care”. Facebook posts are all about confidence and about celebrating who you are just as you are. Dove celebrates real women, using images of women who do not fit the stereotypical measurements of a model, and receives a lot of respect and followers for its commitment to celebrating real women. Every comment on the Facebook page is responded to, creating a brand to consumer relationship that feels personal. Dove’s social media presence is crafted so that the consumer feels genuinely cared for on both a physical and emotional level. Dove is not just selling personal care products but supporting, and perhaps driving, a movement toward celebrating real beauty.

22. Dove on Twitter Dove's Twitter page is full of empowering messages in 140 characters or less and has over 100,000 followers. The consistent message being tweeted out is to have confidence and be yourself. There is very little product promotion on Dove's Twitter page—like their Facebook page, the emphasis is on creating a brand personality and defining and broadcasting their beliefs.
23. The Dove Website Dove's website focuses on showing how Dove works and how it helps to improve the skin. Their site also contains information about their social missions, which celebrate real women, support positive self-esteem, and define beauty as confidence. The women featured in their advertisements are fresh-faced, natural, and of all ages. The site also allows the user to unlock special offers after becoming a "Dove Insider". The Dove Insider program encourages interaction with the brand and develops a sense of community. The website also has numerous self-esteem toolkits that can be accessed to help encourage young girls to "embrace their unique beauty"(Dove.com).
24. The Dove App Dove launched a 2012 mobile campaign as a way to "capitalize on the proliferation of mobile devices" (Elani). The campaign uses the same premise of comparison advertising where consumers can download an app that allows them to watch videos comparing different body washes on the market to Dove. The app provides information on why Dove is the best choice and allows consumers to make a purchase right from their mobile device. Through this app, women are also able to upload photos of themselves to celebrate real beauty. These photos become a part of the app, creating a sense of community and belonging.

25. The Dove Facebook App Another interactive app available on Facebook encourages users to replace a negative body image ad with one that has a positive message and then send it off to a friend. This app is aligned with Dove's efforts toward promoting positive self esteem and body image while also promoting Dove as a strong moral brand.

26. How Dove Has Evolved At the very beginning, Dove focused its advertising on the benefits of their beauty bar—that it is made with $\frac{1}{4}$ cleansing cream and that it creams while it cleans. The ads are strongly comparative, urging women to try Dove for themselves and compare it to other ordinary soaps to feel the difference. Dove is all about being different (as one of their current taglines is simply, “Dove is Different”). The advertisements from the 1960's begin to get more feminine and flirty, featuring classically beautiful, made up, and thin models and focus on feeling girly and pampered when using Dove. The 1970's advertising begins to take a turn toward the anti-aging benefits of using Dove soap, making consumers feel self-conscious about their skin being dry and thus looking aged and wrinkly. Dove is promised as the solution to staying young and beautiful looking. This advertisement goes strongly against what Dove stands for today. The 1980's and 1990's focus heavily on comparative advertising, using test strips to show the difference between the moisturizing, gentle qualities of Dove compared to the harsh chemicals in other soap bars. This method of advertising still remains, often with candid footage of real woman reacting in a focus group type of setting.

27. How Dove Has Evolved Ctd. In 2004, the brand changed completely. The introduction of the Dove Campaign for Real Beauty defined the brand in a new light, not as a company focused on selling their products but as a movement passionate about activating self esteem, redefining beauty, and challenging stereotypes. From this campaign branched the Dove Movement for Self-Esteem and the Dove Self-Esteem Fund, dedicated to mentoring children

and helping them to have confidence and self esteem, and to believe in their own beauty. The focus comes off of selling the products themselves and instead focuses on the message of the campaign behind the brand. In fact, Dove promises that “each time you buy Dove, you help us and our charitable partners provide inspiring self-esteem programming for girls” (Dove.com) Dove has also conducted studies throughout the years about “women’s relationship with beauty” called The Real Truth About Beauty. These studies reveal startling facts about women and girls and their feelings about themselves and their bodies. Dove actively works to improve these statistics through their campaign efforts. Dove has defined itself as an emotional supporter rather than a brand. Most women are affected by the issues that Dove addresses so they are extremely relatable. Self esteem is a topic often ignored but Dove tackles this issue head-on with strong emotional appeal. This is done without trying to manipulate women into buying their products to achieve an unrealistic beauty ideal. Instead, Dove has evolved to celebrating realness, an entirely original and refreshing brand concept which has been remarkably successful and impactful. Although Dove’s men’s care ads take an entirely different approach, Dove’s advertising targeted at women has been extremely focused on these efforts.

28. Dove Targeting Men Although Dove has always been a brand that targets women and girls of all ages, recent efforts have been made to promote awareness of their line of men’s care products. This has been accomplished through a new campaign, “Journey to Comfort” (Elani) which features famous athletes endorsing their products. Dove’s ads targeted at men are significantly more lighthearted than the commercials targeted at women and often incorporate humor: “Men. By 35 you’ve tortured your face with 940 hours of windburn, 7,017 pokes, one glass door, 63 months of baking sun, 4,021 close shaves, 599 repairs, 52 snowballs, and 4 deserved slaps. End the face torture.

29. DoveDove's men's care uses Men, ctd.using Targeting humor to show that Another recent ad for women's hair products can make your hair too shiny and lustrous, featuring a male office worker with that kind of hair you'd expect in a women's hair ad: <http://adage.com/article/creativity-pick-of-the-day/dove-shows-drawbacksshiny-lustrous-locks/240429/> Although Dove's initial approach to advertising targeted toward men does not have the same deep emotional appeal and strong beliefs behind it, Dove does seem to be making strides toward creating a softer advertising campaign targeted at men. Dove's recent Mission Care campaign shows a man in service being surprised by a visit from his wife and two young children, including his baby who he has not met yet. The campaign helps to reunite families on Father's Day.

30. Works Cited "Dove.com." Unilever USA. Web. 09 Nov. 2013. "Dove Beauty Bar Advertisement." The Pittsburgh Press 9 May 1957: 37. Print. Elani, Gabriela. "Soap, Bath, and Shower Products- US." Mintel Oxygen. Mar. 2013. Web. 4 Nov. 2013. "Mad Men Style: 20 Vintage Ads From the 50's and 60's." Art Nectar RSS. 3 May 2012. Web. 09 Nov. 2013. Ogilvy & Mather Worldwide. "50 Years of Dove: The Story of a Brand (1955-2005)." Media Bistro. Web. 9 Nov. 2013. Saddleton, Lucy. "The Evolution of Dove » Strategy." The Evolution of Dove » Strategy. 1 Dec. 2007. Web. 09 Nov. 2013 In 2006, the Dove self-esteem fund was launched with the mission to touch the lives of one million young people by the end of 2008. Dove operates in 87 countries today.

Media Plan Of Dove

1. MEDIA PLAN MADE BY: AMRITA CHATTERJEE BJMC-III
2. Beauty. It's not about glamour or fame. It's about every woman and the beauty that is in each of us. That's what DOVE is all about. And that's why More women trust their skin to DOVE.
3. ABOUT THE BRAND Dove is a personal care brand owned by Unilever. It started in 1957. The brand came to India in 1995. It is imported and marketed by Hindustan Unilever Limited (HUL). By the end of the Dove firming "Real Women" Campaign, Dove has become a national talking point and was ranked number three in the body lotions market, ahead of L'oreal, Garnier, Neutrogena and Olay. In the year 2004, Unilever won the 'Marketer of the Year' award for its brand Dove.
4. PRODUCT RANGE Dove's products include: Antiperspirants/Deodorants Body washes. Beauty bars. Lotions/Moisturizers. Hair care. Facial care products.
5. EVOLUTION OF BRAND 'DOVE' 1995-2001 Extension of Dove's range of products 1990 Dove beauty wash successfully launched 1980 Leading brand recommended by Physicians 1940 Formula for Dove Bar (Mild Soap) 1970 Popularity Increased as a milder soap 1950 Refined to original Dove Beauty Bar 1960 Launched in the market In a world of hype and stereotypes, Dove provides a refreshingly real alternative for women who recognise that beauty comes in all shapes and sizes.

6. DOVE: THEN and NOW 1957 2006
7. MARKET STRATEGIES OF DOVE Mass appeal to all segments; high patronage High Loyalty/
Strong Share of Wallet Better quality at affordable price Mild, gentle, moisturizing Health and
beauty Low Loyalty/ Weak Share of Wallet More than 80 countries
8. Product First Dove product ◇ Beauty Bar ◇ Launched in 1957 It claimed not to dry out the skin
the way soap did Technically not soap at all, formula came from military research Dove's market
positioning in the 1950's Marketing and Advertising Blend of marketing communication tools-
TV, print media and billboards Advertising message: "Dove soap doesn't dry your skin because
it is one-quarter cleansing cream" Rather than models, it used natural looking women to convey
the benefits of the product Outcome As a result of Dove positioning itself as being in the beauty
Industry and focusing on functional benefits as well as a successful marketing mix ◇ Dove
became one of the India's most recognizable brand icons
9. Products Hair care: Shampoo, Spray and Gel Skin Care: Soap and Moisturizer Deodorants
Dove's market positioning in 2010 "Real Beauty" and "Self Esteem Campaign" Appealed to
aesthetic needs of the consumers Did not focus on functional benefits, but on need to feel good
Used oversized models, elderly women to convey the message Dove Evolution Film Shift from
broadcast media to digital media, YouTube & Blogs Film "evolution" viewed by 3 million
visitors in 3 months Marketing communications gave Dove a wide exposure
10. ADVERTISING INTERVIEWS PROGRAMS BILLBOARDS TV COMMERCIALS PANEL
DISCUSSIONS THE DOVE SELF-ESTEEM FUND WEBSITE

11. MEDIA PLAN FOR DOVE

12. MARKET RESEARCH A combination of moisturizer and softness so as to satisfy the particular need which was earlier not met. Focused on women (“non-models”)– beautiful in their own way. Based on global study on perceptions and attitudes of women with regard to personal beauty and well-being. Point of differentiation-moisturizer and pH =O and also met consumer needs. Strong personal ,emotional connection between brand and consumers.
13. RESEARCH ANALYSIS With the entry in Indian market in 1995 it was priced at Rs.50— NOT SATISFACTORY FOR THE C0NSUMERS. People with higher income level did not consider it worth buying. DOVE then changed its strategy and lowered its price to Rs.28—thereby attracting the upper middle class Indian consumer. Works—WHY NOT PAY A LITTLE EXTRA IN ORDER TO HAVE GOOD MOISTURISER AND NOURISHMENT.
14. RESEARCH ANALYSIS The distribution channels used is no different that of HUL except “Kwality Walls”. Competition with home products like- Lux, Pears. Competitive advantage— using one distribution channel to provide their various products to retailers. More popular in Metropolitan cities.
15. RESEARCH ANALYSIS Positioned as REAL BEAUTY and is considered to be good for people of all ages. Various promotional awareness included:- DOVE Self esteem fund in 2006. AD commercials on TV by doing comparison with other products of same range. REAL beauty campaign in 2008. Promotion with the help of study. The promotional video of dove was seen by over 30 lakhs internet user on the YouTube.

16. DEFINING TARGET AUDIENCE Targets girls and women of all ages, shapes and sizes.

Especially targets the working women as they have busy schedules and cannot take out time for themselves so by using one soap they can get the benefits of a soap as well as a moisturizer.

Targets on the higher income groups because they are the only people who can afford a soap which is priced at a premium rate (Rs. 28). Dove uses the market specialization concept.

17. SEGMENTATION Dove segments the market on the basis of : Demographic Segmentation

Psychographic Segmentation Demographic Segmentation: Gender: Females(working women).

Income: High income groups & upper middle class. Psychographic Segmentation: It tries to change the psychology of an average looking women that she can look equally beautiful.

18. MEDIA SELECTION

19. TELEVISION ADS

20. NEWSPAPER ADS

21. MAGAZINE AD

22. BILLBOARDS

23. KIOSK

24. INTERNETADS

25. OTHER PROMOTIONAL ACTIVITIES Dove formally launches Campaign for Real Beauty

26. REAL BEAUTY CAMPAIGN Conventional advertising set unrealistic standards of beauty that most women can't ever achieve. Beauty itself must be revitalised to reflect women in their beauty

as they really are. Ads seemed to tell women that they should look like super models who personified beauty.

27. OUTSIDE INDIA IN INDIA

28. DOVE SELF-ESTEEM FUND “We want to challenge the definition of the beauty. We believe that beauty has become too narrow in definition. We want to defy the stereotype that only young, blond and tall are beautiful.” -Philippe Harousseau, Dove’s Marketing Director “DOVE FIRMING LOTION” Ads named as “LETS CELEBRATE CURVES” Intended to make more women feel beautiful.

29. BUDGET Television-6 crore Radio- 50 lakhs Outdoor (OOH)-3 crore Magazines-1.5 crore Newspaper-2 crore Digital-2 crore Promotional-2.5 crore

30. OVERVIEW Dove was marketed as the 1st real improvement over soap containing moisturizing cream and luxuriously feminine ingredients. It was relaunched in 1979 claiming dermatologists confirmed that it irritated skin less than other soaps. It became an agent of change to educate and inspire girls on a wider definition of beauty and to make them feel more confident about themselves.

31. OVERVIEW Dove is positioned as a personal care brand. Dove soap positions itself not as a soap but as the mildest bathing bar containing $\frac{1}{4}$ the moisturizer. Maximum moisturizing content. As the add campaign of dove says that use it on half of your face and see the difference. Image differentiation: it is now considered as a “moisturizing bar” and “beauty bar”. Dove is currently at its growth stage. Consumers perceives high prices as an indicator of quality.

32. OVERVIEW Dove products are priced at a premium. Product quality leadership: High levels of perceived qualities with price just high enough not to be out of customers. Dove launched its soap in 1995 in India and there after launched a range of its beauty products.

33. User's Verdict : MILDNESS IS THE KEY Consumers are very happy with the product and above all there is loyalty attached to the product. Even though there are no major aspirational values attached to the product, company is able to differentiate very well from other 'hard-on-skin' soaps. Brand has been able to establish itself in all age groups. When compared to other brands under the parent company, like SLIM FAST, a small number of users do feel that 'real beauty campaign' is just a marketing gimmick.

34. DOVE CELEBRATES "REAL BEAUTY".... GORGEOUS? SMART? BEAUTIFUL? CUTE? ATTRACTIVE? ELEGANT? GRACEFUL? PRETTY? ADORABLE? BLUE-EYED? POISED?

DOVE'S STRATEGY

Alessandro Manfredi, global brand director for Dove, explains the campaign's philosophy "Dove only uses real women. It has to feel true and make women feel good about themselves. When I see a beauty ad, I don't need to feel I am wrong, I need to buy a product to feel right."

As well as advertisements, Dove's 'real women' marketing now includes a campaigning Self-Esteem Fund, launched in 2006. This has the lofty mission of not only selling moisturiser but changing Western ideals of beauty and embracing more diversity through a variety of local community programmes.

Lucy Wakefield, founder of lifestyle and beauty brand Calmia, says: "It is incredibly hard for women to achieve what they see in magazines. They are overwhelmed by information and often pulled in conflicting directions."

Dove's strategy was originally devised to promote a body firming range, aiming to cut through a crowded beauty market by advocating a different point of view. Dove and its ad agency, Ogilvy & Mather, felt consumers were apt to compare themselves unfavourably with unrealistic images seen in beauty campaigns.

They saw a gap in the market for a brand that flew in the face of traditional beauty advertising, focusing on the superficial values of appearance. Dove was keen to create a community around the idea that women would spend more money pampering themselves if they were shown realistic marketing that made them feel good about themselves.

Dove had already run a campaign using real women in 1988, called 'Conviction of users', which featured people testifying to its attributes in TV ads. This had helped it expand from one product, a cleansing bar launched in 1957, to a range including moisturisers.

But with ambitions to move into new countries and more product categories, Dove's parent business, Unilever, needed to find a new marketing direction. Dove didn't have a consistent global image in every country and people felt more affinity with the individual products than with the brand. It needed something to unite it geographically and conceptually. Unilever also wanted it to produce double-digit financial growth.

"The brand was successful but we felt we were in danger of having an issue in the future if we only relied on product and not a strong affinity with the brand," admits Manfredi.

MARKETING STRATEGIES ADOPTED BY DOVE:

PRICE PENETRATION STRATEGY:

Dove was launched at a very premium price of Rs.50 while the other branded soaps were exiting which priced Rs.10-15. Gradually the prices have been reduced and have turned reasonable and are around Rs.28

DIFFERENTIATION OF THE PRODUCT:

Dove had been featured as the only soap which is mild with pH between 6.5 and 7.5 and the one containing $\frac{1}{4}$ moisturizing cream.. which render it gentleness and cause no negative effects to the skin & no models were used to endorse the product so that people could get the feel that this was a true beauty soap for common people.

SEGMENTATION:

It is a psychographic segmentation which had relied on the fact that on knowing about the negative effects of the soap which people used since long they would quit it and would even pay for

an extravagant price for a quality product. In addition an emotional appeal was conveyed to the customers through the campaign called “campaign for real beauty” which had a message Real beauty can only be found on the inside and every woman deserves to feel beautiful. which made people realize their self esteem and the no models were made to endorse the product depicting that this soap is for common people. .The brand relied on the consumers positive reaction about choosing dove on knowing the facts of the soaps they had been using since long time.

TARGET SEGMENT:

The group that prefer premium brand & believe in quality products .

PRODUCT POSITIONING:

The brand is positioned as the Mildest Soap. Dove is PH neutral and this makes the soap soft on all kind of skin types. Internationally this brand is positioned as a brand that celebrates the " Real Beauty" . Dove defines real beauty as " beauty is not about how you look but about how you feel". The Dove's official site " campaig forrealbeauty.com" highlights this brand value

DRAMATIC NEW ADVERTISING.

CREATIVE STRATEGY

Lever and O&M believe in long-running campaigns

1. Position Dove as the best bar, to attract occasional and non-users
2. Reaffirm Dove’s superiority with existing users

At this point, they were still thinking tactically. they wanted to shake up the market; build Dove's business; and return to the 7-Day Test or something similar—all within the year. But to do this we needed news. They had no 'new and improved' product to work with, but the answer started to take shape. They knew that mildness was a consumer hotbutton, and that Dove's superior formulation was milder than existing bars. Plus, because of its formula, Dove had an amazing product demonstration:

*'With a litmus-type test, conventional soaps turned indicator-paper dark, because of alkalinity. It stayed completely clear with Dove. This was a breakthrough demo, even with no product improvement.'*³

NO LONGER A TACTICAL STRIKE 5

Creative ran nationally in English and French, starting with 'Litmus'. Business responded so dramatically that we kept postponing the return to 7-Day testimonials. Our objective was still to preempt Oil of Olay bar, but we were now turning our attention to Ivory and Jergens. What had started as a tactical strike was becoming a strategic offensive. Over the next four years, creative rolled out in three phases, with mildness and credibility the strategic constants. There were five commercials, and corresponding print:

The format of the commercials is worth comment. Many campaigns evolve by pooling out a format. Dove did not. All executions had the same strategy – mildness and credibility – but the format changed to suit the story.⁶ 'Litmus' was 30 seconds of demo. 'Focus Group' was real women. 'Joe Furrier' was an expert testimonial. 'Flex Wash' and 'Arm Wash' were demos again, though different from 'Litmus'. And as the campaign evolved, the business kept growing.

CREATIVE EVOLUTION:

PHASE ONE 'LITMUS' :30 NOV1991 – SEPT1992

This was a dramatic :30 second demo. Indicator (litmus) paper showed that a household cleaner – highly alkaline – turned the paper dark blue. Pure distilled water left it clear. Then the paper was touched to various brands. It turned dark blue with all the soaps, but on Dove it stayed clear. The final super quietly appeared: Dove is Mildest. Bar None. Great care was taken with tonality. There was no oversell. No voice-over announcer. Copy was minimalist, via full-screen supers. Music was scored to reflect scrupulous objectivity. All the brands were named. Meanwhile, double-page magazine ads told the same litmus story, with similar tonality, but in more detail.

PHASE TWO: 'FOCUS GROUP :30' AND 'JOE FURRIER :30' OCT 92 – APRIL 94

After a year of 'Litmus' we brought in real women. We put non-users in a focus group setting, and filmed their reactions to the litmus test. They reacted as only real people can. We knew we were onto something when one woman said: 'I don't want to be an Ivory girl anymore. I want to be a Dove girl now.' With 'Joe Furrier' we shifted to an expert testimonial. Joe Furrier was the scientist who had helped develop Dove in the 50s – he was credibility personified.

PHASE THREE: 'FLEX WASH :30' MAY 94 – NOVEMBER 94

'Arm Wash: 30' July 95 – November 95

By now, business was humming, and we decided to go back to an objective demo as proof of mildness. The Flex Wash is a standardized laboratory test for skin irritation. It showed Dove versus regular soap – rubbed for 60 seconds directly onto each arm with a moist sponge – three times a day for three days. The soap side showed redness. For 1995 we created 'Arm Wash', rubbing moistened bars directly onto the skin. The arm washed with regular soap showed redness, while the arm washed with Dove was hardly disturbed.

Phase One	'Litmus'	Nov 91 – Sept 92
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Phase Two	'Focus Group' 'Joe Furrier'	Oct 92 – Apr 94
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Phase Three	'Flex Wash' 'Arm Wash'	May 94 – Nov 95
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Unilever spends \$8 million to \$10 million a year promoting the soap with physicians, and about 25 percent of Dove users say they buy the soap because a doctor recommended it, said Peter Waxman, the brand manager for Dove in the United States.

DOVE'S STRATEGY TO SURVIVE IN THE TURKISH RECESSION:

It has been known that recession is a period full of new opportunities for those who can develop courageous tactics, without being afraid to invest, to grow at a minimal cost. It is a fact that companies have to work harder and more wisely during recession. However for those who succeed, one of the by-products of recession is increased advertising effectiveness. Contrary to general belief,

during recession consumer spending actually increases . If we choose not to communicate with our consumers during recession, product recognition starts to deteriorate, although consumer spending is increasing.

The dilemma is that when times are most uncertain, ads spend may be at the peak of its effectiveness. As most competitors also cut back on their brand communication investment, media costs are likely to go down, leading to a much less cluttered media environment. Therefore brands that continue their brand communication can enjoy higher returns at a lower cost.

DOVE IN TURKEY

Dove entered the Turkish market in 1993 with Dove Cream Bar, reflecting company strategy for other new-country launches. In 1997, Dove Cream Shower and Dove Cream Wash were added to the Dove family. Then in 2001 Dove Deo, and in May 2002 Dove Body Silk, were introduced to the Turkish market, right in the middle of the crisis. Looking at the previous tonnages, this was indeed a courageous act for Dove brand management. The following are some basic brand and marketing facts

All Dove brands contain mild cleansers and 1/4 moisturising cream. Dove cleanses as effectively as soap without altering the skin's natural acid chemistry. It does not dry the skin; instead it works to retain its moisture. This is an uncomplicated product claim, which can easily be adapted from Dove Cream Bar to Dove Deo. It could also be tested easily by consumers to see whether the brand is Is this article useful?

Although the international positioning was used in Turkey from its launch until 2001, Dove sales remained stable. The market categories in which Dove is active are all competitive segments, with international players such as P&G, Colgate, Beiersdorf and Henkel Schwarzkopf.

Dove believed that it had to do something different **to differentiate itself** in the eyes of the Turkish consumers. Stable tonnage meant limited advertising budgets, leading to on-air exposure time of at most two months per annum. Dove had to break this vicious circle if the brand was to exploit any latent potential in the Turkish market.

THE NEW TARGET GROUP

An experienced but new Dove brand team took over in May 2001 and started questioning all aspects of the brand's marketing. Some questions they asked themselves included: 'What is its market potential?' 'Is it sufficient to justify our brand investments?' it wise to state the core target as women aged 20-55 of A and B socio-economic status (SES), in line with the international strategy?' All previous research was revisited. As a result, they decided to make their core target much younger and shift it to women aged 15-25, mainly coming from C1and C2 SES.

Actually, household panel data indicated that women in the 15-25 age group constituted the bulk of Dove buyers. This is because Turkey has a very young population, where 65% are under 35. Furthermore, C1s and C2s constitute 6063% of the entire population. With the help of these numbers, the Turkish brand team convinced international headquarters to change the core target group definition. As Dove is a premium-priced brand, being several times more expensive than an ordinary soap, it may look risky to shift the core target from AB to C1C2, especially at times of economic recession. However, we knew that a 1525 and C1C2 female target group meant bigger numbers.

Also Dove's proposition is to cleanse the skin while moisturising it at the same time in other words, it can be considered as a two in- one product. Therefore, even if it is premium priced, it is especially considered as a 'good value' brand by women who cannot afford two different products one for cleaning and one for moisturising. In focus groups we also saw that Dove consumers are really attached to 'their' Dove. They mention Dove as 'my Dove'. They keep it in special boxes, so that it does not get used up quickly and they try to keep it from their sisters and mothers. These focus groups also helped the brand team in moving much closer to the core target. Even the words that they use to describe Dove were noted: 15-25-yearold women actually discuss Dove among themselves and share anecdotes built around Dove.

COMMUNICATION DEVELOPMENT

The brand team decided to use these real-life anecdotes in their TV commercials. **The cast were also chosen from real-life characters.** They might not be perfect before a camera, but this reflected a much more honest, candid approach, parallel to Dove's brand claim. Target consumers could identify themselves much more quickly and be convinced about the brand message more easily, moving towards purchase within a shorter period of time.

1. The power of clear-cut, continuous brand communication

While in 2000, Dove Cream Bar had a 17% share of total soap market gross rating points (GRPs), it increased this share to 50% in 2001. Not only Cream Bar but Dove Body Silk and Deo also started enjoying much higher levels of brand communication after August 2001, following the shooting of new commercials. Although Dove Body Silk was launched in May 2002, it accounted for 35% of the total body-care market's TV advertising within the first month of its launch. Dove

became a trend-setter and expanded total brand communication in every category in which it became active.

2. Premium-priced brand in a recession

In line with its international pricing strategy, Dove continued to be a premium-priced brand throughout the Turkish crisis. **However, to show Turkish consumers its sensitivity to the changing economic conditions, it prepared gift packs especially for special days, such as Mother's Day and Valentine's Day. Although it made considerable price reductions in these gift packs, it never announced this in brand communications.** Because Dove brand is too precious to become par-priced with any other competitor, it took care that gift packs looked extravagant, to stop any possible brand image erosion. In addition it did **extensive free sampling via a daily newspaper, and engaged in heavy in-store activity in supermarkets.** However, it made a concerted effort to stay as a 'premium' brand, creating added value for its customers too during recession.

3. Brand communication

All brand communication is concentrated in TV, as Turkish consumers watch at least four hours daily. Research indicates that the duration of daily TV viewing increased by a further 1020% during the recession across different target groups. The Dove commercials' message is clear-cut, easy to understand and hard to discredit. The 'half a face' ad played an especially important role in Dove's market success.

DOVE'S MARKET SUCCESS

The market share of Dove Cream Bar was 3.1% in 1997, rising to 4.6% in 1998. Subsequently it reached 8.6% in February 2000 and 11% in January 2001. With these figures, it

became number-three brand in the toilet soaps market by January 2001. (In January 2001, the number-one brand had a 20% market share and number two 15%.) The new Dove communication started in August 2001 and in July 2002 Dove caught up with the number-two brand, gaining a 15.7% market share. The number-one brand had now fallen to a share of 17%. (It is worth noting that these figures cover the 100g Dove Cream Bar only, whereas competitors' entire toilet soap ranges are included in their shares.) the market shares of toilet soaps in Turkey from 1997 to July 2002. In addition, from August 2001 to July 2002, household penetration increased by 5.8%, indicating new households becoming purchasers. Further, Millward Brown Tracking results revealed that certain brand-related attributes have improved from Q1 2002 to Q2 2002. For instance, 'I am aware of Dove TV advertising' increased from 100 (index points) to 143 within three months. Similarly, unaided brand recall increased by 16 index points, and aided recall by 10 index points, from Q1 to Q2 of 2002.

REASONS FOR EMERGENCE OF DOVE AS A SUCCESSFUL BRAND

Dove has a heritage of repositioning the competition, and using real people testimonials.

It's been a trusted model for them. Back in the 50's they had real women telling us that, "Dove doesn't dry my skin like ordinary soap".

Of course they found their USP (unique selling proposition) of 25% moisturiser in soap, and played to their strength.

Today in a world of parity product, it is a lot harder to maintain this competitive edge.

MAINTAINING COMPETITIVE EDGE THROUGH RELEVANT PRODUCT INNOVATION.

Women actively seek those innovations that make life easier and more comfortable. Or products designed with a woman in mind Dove has at least brought their product breakthroughs into our world.

Their latest innovation is repositioning the cosmetic segment of the market, known as "anti-ageing".

But in the world of Dove it has been renamed "**Pro-Ageing**".

Ageing is a fact of life and one they embrace. No doubt a look at the female Boomer market has driven this positioning.

Not only are Boomers the largest segment of the population, but in the USA it is estimated that they will spend \$2.1 trillion on consumer goods and services.

With many Boomer women at the peak of their careers and earning capacity, it makes sense to secure their loyalty now.

NOT IGNORING THE GROWING SEGMENTS OF YOUR MARKET.

Dove are so good at recognizing the power of loyalty amongst their female constituents. They leave no stone unturned.

The Self Esteem campaign for young girls.

Not only is this a stunning display of social responsibility, but an effective way to procure tomorrow's customers.

It smacks of Emotional Intelligence, which is palpably non-existent within too many corporate organisations.

Unilever fostered a "Leadership In Action" program, where new thinking and ideas were given a hot house to thrive and be acknowledged in.

There is no denying that Dove are smothered in authenticity. They have genuinely gone to their consumers to perform an archeological dig of what matters most to women.

Even their URL address campaignforrealbeauty.com, was interacted with by 5 million women online.

Actively seeking the opinion of the people buying their products meant 5 million people spent time with their brand.

NOT FAKING IT WITH WOMEN. THEY REALLY DO NEED TO LISTEN TO WHAT MATTERS TO THEM.

Women much prefer to be consulted with, heard, and then to arrive at a mutual decision. Validation and acknowledgement of their needs.

Dove may have the backing of Unilever and deep pockets with far reaching global tentacles

SWOT ANALYSIS OF DOVE:

STRENGTHS:

- Unconventional strategy
- Effective advertising, Free publicity
- Continuously evolving the campaign
- Strong emotional touch
- Cross-selling Possibilities

WEAKNESS:

- Contradictory in nature
- Objectification of women
- Women featured were comparatively slim
- Use of idealized images in other brands under the same flagship
- Contradictory Japanese campaign

OPPORTUNITIES:

- Target male customers
- Maintain better standards of quality
- Unified advertising throughout the globe
- Continuous innovation

THREATS:

- Involved marketing risk
- Copy by the competitors

- Undermining the aspiration of consumers
- Sustainability of campaign in long run
- Risk of being a brand for “fat girls”(due to their campaign)

COMPETITORS:

Amongst the most prominent competitors are PROCTER AND GAMBLER ,CAVINKARE & NIVEA

P &G TARGETS DOVE WITH OLAY BODY WASH RANGE

P & G’S HEAD AND SHOULDERS,PANTENE ,WELLA AND REJOICE ARE COMPETITORS OF DOVE BRAND

P & G’S IVORY , CAMAY & OLAY (ALL PREMIUM SOAPS)ARE COMPETITORS OF DOVE. Camay was launched by P & G along with dove which was a product having quite resembling features like dove but which could not do as well as dove in the market .ivory was pre- existing brand which gave a tough competition to hindustan unilever’s dove at the time of its launched .P & G is planning for olay bar soap to compete with dove

P & G’S SECRET AND TAG DEODRANTS COMPETING WITH DEODRANTS OF DOVE CAVINKARE’S PRODUCTS LIKE SPINZ, NYLE SHAMPOO,NYLE LOTION, CHIK SHAMPOOS ARE FEW OTHER COMPETITORS NIVEA HAS A RANGE OF PRODUCTS LIKE LOTIONS ,SOAP,BODY WASH WHICH COMPETE WITH DOVE.

Unilever introduced Dove dishwashing liquid to compete with Palmolive, which was winning customers with its promise that it "softens hands while you do dishes." But too few

consumers followed Dove's move to the kitchen: the dishwashing liquid did not sell well, so Unilever cut its price.

Soon, the Dove image was muddled, associated with an inexpensive as well as a premium product, and with a harsh as well as a gentle soap, said Mr. Adamson, who worked for Unilever in the early 1980's

Olay's body wash cleaned better, moisturized more effectively and felt more pleasant on the skin than Dove's version. Procter & Gamble had realized that Americans wanted something lighter and more moisturizing than the liquids popular in Europe; Unilever did not.. "They had a superior product. They beat us clinically. Dove body wash missed because it was not like the bar; we launched something closer to shampoo."

Olay was on a roll. It quickly introduced new improvements to its facial moisturizers, winning the largest share of the body-wash market, and developing a beauty bar that competed directly with Dove.

In 1996, Unilever scientists worked on altering their body-wash formula. First, they made the liquid thicker and the lather creamier, making the Dove body wash feel as good as Olay. Two years later they added sunflower oil, whose triglycerides moisturized as well as Olay. The next reformulation, in 1999, changed the ratio of cleansers, added better moisturizers and, in the opinion of Dr. Shana'a, made the product better than Olay.

In 1999, the year Procter & Gamble dumped the "Oil" from Olay's name, the brand's American sales reached \$462 million, overtaking Dove, which had \$392 million. Unilever's response was to start its Dove Nutrium line. Nutrium body wash, containing vitamin E, sells at a 50 percent premium to regular Dove body wash and comes with a dual-chambered bottle and a promise of skin nourishment. Later that year, Unilever introduced an "age defying" version of Nutrium body wash with anti-oxidants, chemicals that are supposed to reduce signs of aging.

With its new formulation of regular Dove body wash and the new Nutrium products, Dove began to pull close to Olay in the category. Last year, Olay body wash had a 12.4 percent share and \$78.1 million in sales, down from \$80.2 million and 26.7 percent in 1995. Dove body wash, meanwhile, had a 12.0 percent share and \$76.1 million in sales, compared with a 13 percent share and \$45.9 million in sales in 1995, according to Unilever. In other words, as others entered the market, Dove had increased sales and lost little share, a far better record than Olay's.

BUT Unilever was not finished. In 1999, its scientists began developing a pink-and-white striped bar that contained a similar collection of moisturizers, triglycerides, lipids and cholesterol.

CAMPAIGN INITIATED BY DOVE TO ENTICE CONSUMERS:

The Campaign for Real Beauty, conceived in 2002, united the entire Dove product line under one message(Real beauty can only be found on the inside and every woman deserves to feel beautiful.), delivered via traditional media. Ads featuring women who were not models appeared on billboards, and invited people to vote whether these real women were "fab" or "fat." The billboards were placed strategically in locations such as Grand Central Station, where they would be sure to catch the eye of producers and reporters. The intention of the advertisement was to engage people to participate in the campaign, and at that they were successful. While "fat" eventually logged the most votes, Dove marketers were not discouraged. They decided to take the concept a step further and talk about self-esteem.

The Campaign for Beauty expanded into the Self-Esteem Campaign during the 2005 Super Bowl. **The message in the commercial had an enormous impact and helped the brand to grow into one of the leading brands of world.**

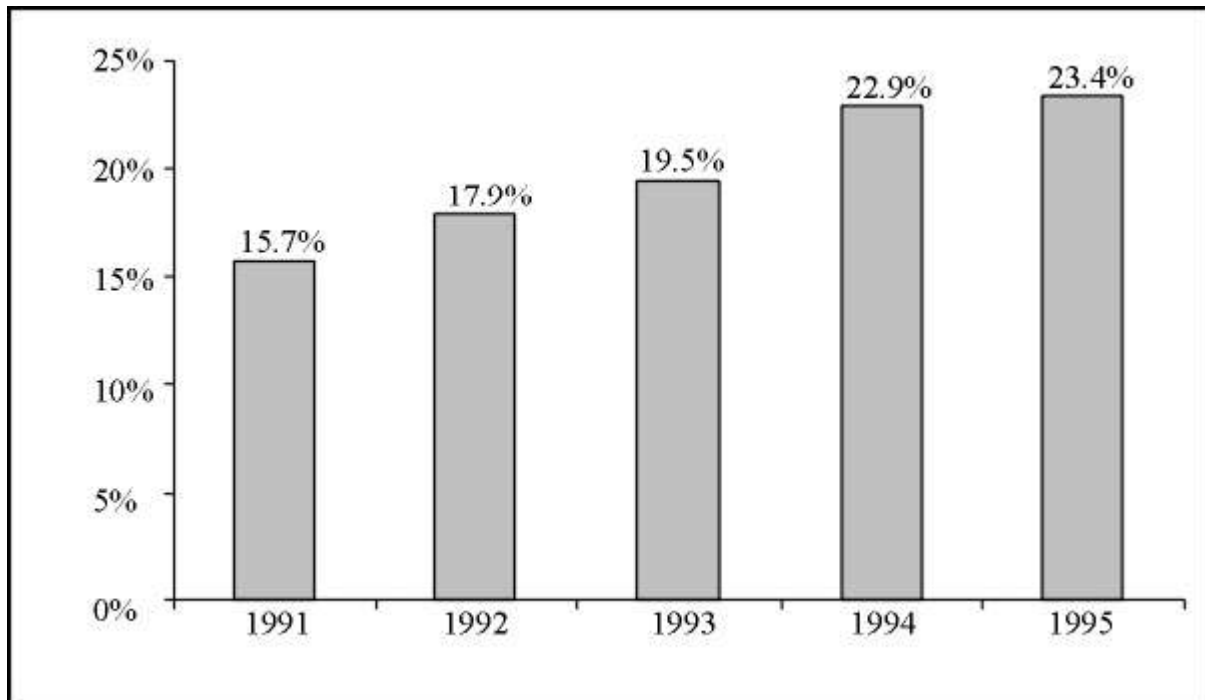
COMPETITOR'S MOVES LOOKING ON TO THE SUCCESS OF THE DOVE'S CAMPAIGN:

PROCTER AND GAMBLER STARTED A NEW CAMPAIGN "MY BLACK IS BEAUTIFUL"

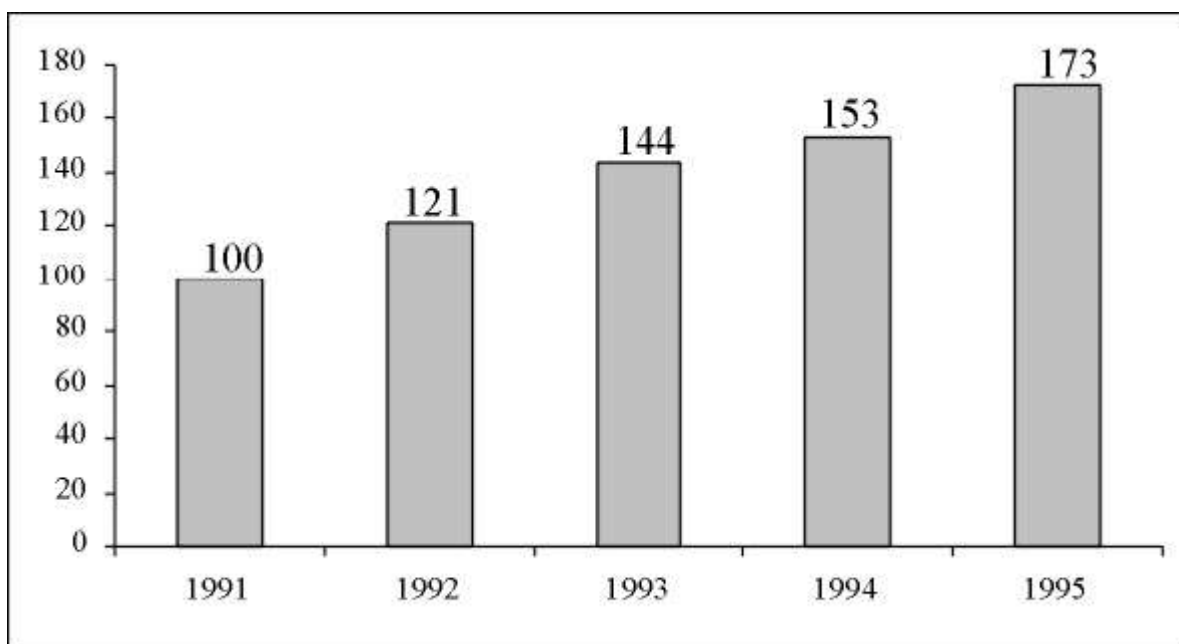
The campaign's goal is to make all black girls and women feel that way regardless of skin tone or origin and, of course, forge a closer relationship between P&G brands and their black consumers in the process. The campaign obviously bears some resemblance to the idea behind a globally lauded effort by one of P&G beauty's key competitors, Dove's "Campaign for Real Beauty" from Unilever. The formula for both: Find a group that feels slighted by popular culture, then position your brand(s) squarely on their side.

MARKET SHARE OF DOVE

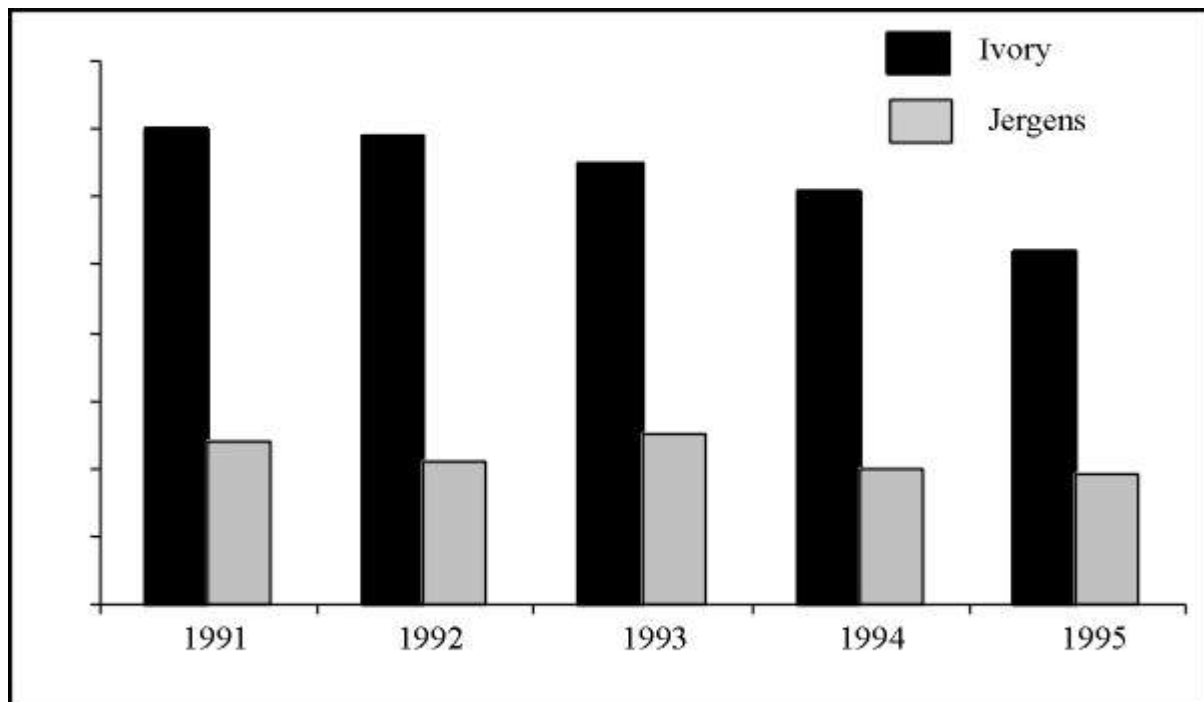
DOVE DOLLAR SHARE OF BAR SEGMENT



DOVE DOLLAR SALES INDEX



IVORY AND JERGENS DOLLAR SHARE OF BARS



Today, Unilever sells \$331 million worth of Dove bar soap a year, more than 24 percent of that market (measured by revenue) and far ahead of the nearest competitor. But since 1999, amid Procter & Gamble's relentless campaign of brand extension, sales of all Olay products in the United States have surpassed those for the Dove line. Still, Dove's worldwide sales exceed \$1 billion, giving it the lead over Olay globally and making it the third-biggest brand for Unilever, whose sales reached \$46.7 billion last year.

Unilever's new extensions seemed to have helped Dove. In the early 90's, the market share of Dove soap was flat and sales actually declined from 1995 to 1996. But as Unilever has pushed forward with its extensions, sales of Dove soap have begun to grow. Last year, Unilever had 23.4 percent of the soap market by revenue, selling \$318 million worth of Dove, a 30 percent increase from 1996, according to Information Resources, which tracks consumer product sales.

During the last 12 months, as Unilever has introduced Nutrium, its share has grown to 24.4 percent, with sales of \$331 million. Dove now sells 53 percent more bars of soap than Dial, the second-ranking brand. And, per ounce, Dove sells at a 75 percent premium over Dial.

Today, Olay and Dove are nearly equal in overall sales. During the last 12 months, \$516 million in Dove products were sold in the United States, compared with \$467 million for Olay, excluding the \$88 million from its defunct cosmetics business, according to Information Resources.

During its first year on the market, Dove deodorant had \$75 million in sales, gaining a market share of 4.5 percent. That drove up Unilever's overall share of the deodorant market to 18.5 percent from 15.6 percent.

According to the company, Dove is the top-selling cleansing brand in the world, with sales of more than 2.5 billion euros (\$3.07 billion). In the United States Dove is the leading brand in the liquid soap segment, enjoying an 11.2% share of the \$528 million category,

'HOW DOVE PRE-EMPTED MILDNESS' :

The strategies of for dove to survive proved to be the main reason for downfall of major players of that time like IVORY(P & G) and Jergens and oil of olay bar also could not bear the downfalls caused due to excessive & efficient advertisement executed to promote dove

ADVANTAGES OF SUCCESSFUL PARENT BRAND :

Dove's moisturizing soap acquired a huge amount of success and Dove emerged out to be leading brands thus the other products launched after soap had an added advantage ,less cost was incurred in their promotion and advertisement. Dove has extended its range to a great extent which includes complete hair care range, deodorants, lotions ,body wash etc .With the image of moisturizing brand the brand could do equally well in the products other than soaps. HUL acquires 63% share in

hair care products. Dove was one of the earliest to bring up the concept of total repair which has been imitated by pantene and others later.

Innovation has pertained in the brand and new products are continuously launched after dove moisturizing dove exfoliating(having granules within to exfoliate skin) and dove refreshing cucumber(for cool effect) were launched followed by dove nutrinum which is 2 in 1 soap and has vitamin E.

People usually have recognized the role of vitamin E in nourishing skin thus the product has been launched.

RECOMMENDATIONS

In India, the brand did not had the success of its global counterpart. One reasons are the small " Premium " market and another is the price barrier. Dove's initial price was around Rs50 that put off even the premium customers.

Although the "Campaign For Real Beauty" and the mildness are excellent selling points, the brand is still not able to catch the fancy of Indian beauties. With lot of sales promotions happening with the brand like 1+1 free , there is a possibility of brand value erosion. With the brand now priced at Rs 28, the price has somewhat become reasonable

It has been felt that still the brand does not fit into the " value for money" proposition for the Indian consumer. It is a truth that Indian consumer looks for " Value " even in premium products. Dove have a negative point in that the soap usually does not last enough (partly because of our bathroom habits). This have reduced the value proposition for this brand.

With the emergence of an attractive market in the premium cosmetic market in India, Dove have lot of potential to become a key player, it has got the positioning right, now it has to set the " Value" right for the Indian consumer.

CONCLUSION

Dove's success cannot be attributed solely to what Dove has done, but also to how Dove has done it. From beauty bar to global masterbrand, from optimizing women's beauty to redefining beauty's parameters, Dove's legacy is far-reaching and truly global. 50 years later, Dove has maintained its core messaging, while changing with cultural and generational perceptions of beauty. No matter where they are in the world, Dove's quality ingredients and products give women one thing they want -- the confidence to let their inner beauty shine through. As the mother in one of the testimonials said, "If you look good, you feel good. If you feel good, you do good." If Dove can make more women feel good about their beauty, then it is making a powerful contribution to women the world over.